

PM-ZERT

Certification body of the GPM

General Guidelines for IPMA® Level D-A Certifications

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PM-ZERT is the certification body of the GPM Deutsche Gesellschaft für Projektmanagement e. V.



The GPM German Association for Project Management e. V. is a member of the IPMA International Project Management Association.

PM-ZERT is certified according to ISO 9001:2015



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Applicable documents

The PM-ZERT documents listed in the table below are required either for the preparation for certification or for the application documents to be submitted and are therefore to be understood as applicable documents. Their content also completes the comprehensive information provided in this guide.

Please familiarize yourself with these documents before submitting your application.

Document		To be completed
No.	Name	Yes/No
	ICB 4, Individual Competence Baseline	No
	ICR 4 public, IPMA Certification Regulation public version	No
	Dates and fees	No
F01	Certification record (for initial certification, upgrade certification, and renewal of an existing certificate (re-certification)) with self-assessment, evidence in projects, and determination of complexity	Yes
ESR template	Executive Summary Report (Level C, B, and A)	Yes
Report template	Report template (according to the requested level and domain)	Yes
Z01	General guide (this document)	No
R03	GPM Code of Ethics	No
R09-1	Taxonomy – Project Management	No
R09-2	Taxonomy – Programme Management	No
R09-3	Taxonomy – Portfolio Management	No

Table 1: Applicable documents

List of abbreviations

Abbreviation	Explanation
ICB	Individual Competence Baseline
ICR	IPMA Certification Regulation (internal document for certification bodies)
ICR Public	IPMA International Certification Regulations (Public)
CE	Competence Element
KCI	Key Competence Indicator
ISR	Executive Summary Report
LA	Lead Assessor
CoA	Co-Assessor

Table 2 List of abbreviations

Change history

Date	Change	Page/s
31.03.2023	Adaptation to new examination regulations	all
18.03.2024	<ul style="list-style-type: none"> ■ Applicable documents ■ Description Handling of template and examination rules 	
22.04.2024	<ul style="list-style-type: none"> ■ Adaptation of new version numbering system ■ Chapter 2.2.7.1 General: additional information related to the use of report templates ■ Inclusion of chapters 2.2.7.2 and 2.2.7.3 to provide separate instructions for Level D and Level CBA ■ Reference to the description of plan-based and hybrid projects in the project 	9 - 11

Table 3 Change history

Information on "gender-appropriate spelling"

In its publications, GPM attaches great importance to a differentiated, responsible, non-discriminatory and gender-equitable use of language. Whenever the generic masculine is used, it is intended as a neutral grammatical expression and in no way implies discrimination against the other gender.

1. Validity

This document is valid from 01.05.2024.

Versions V10 and V11 are valid until 31.08.2024

All previous versions are invalid.

2. The certification process

2.1 General

The IPMA 4-L-C system was created for certifications in three distinct domains: Project Management, Program Management, and Portfolio Management, at four competence levels:

- IPMA® Level A, Project, Programme, and Portfolio Management
- IPMA® Level B, Project, Programme, and Portfolio Management
- IPMA® Level C, Project Management
- IPMA® Level D, Project Management

The eligibility criteria and expected project, programme and portfolio management responsibilities are defined for each role.

Candidates must demonstrate their management competence in classic and agile projects or in program or portfolio management at several stages during the certification process.

The candidate's level of competence is assessed by assessors trained in the IPMA certification process. The IPMA certification process provides the framework for a structured assessment that is fair, valid and reliable based on the evidence provided by the candidate.

Recertification is required after five years for all IPMA levels. It is based on evidence of continued activity in project, programme or portfolio management at the appropriate level and evidence of continuing professional development related to relevant competence elements.

The certification of individuals according to the IPMA 4-L-C system is intended to ensure that the certified person fulfils the requirements for the corresponding competence. The globally recognized assessment procedures and regular reassessment of the competence of certified persons provide security and confidence in the respective certification programs for individuals.

2.2 IPMA 4-L-C

The IPMA 4-L-C system has four levels: Level A, B, C and D. The definitions of the IPMA levels are based on the following core criteria:

- IPMA® Level A: Certified Project Director, Certified Programme Director and Certified Portfolio Director.
These qualifications are designed for experienced project professionals who can demonstrate an ability to manage complex projects, programmes or portfolios at a strategic level.

- IPMA® Level B: Certified Senior Project Manager, Certified Senior Programme Manager and Certified Senior Portfolio Manager.
These qualifications are designed for experienced project professionals who can demonstrate an ability to manage complex projects, programmes or portfolios.
- IPMA® Level C: Certified Project Manager.
The IPMA Level C qualification is designed for relatively experienced project professionals who can demonstrate an ability to manage moderately complex projects.
- IPMA® Level D: Project Management Associate.
The IPMA Level D qualification is designed for people looking to progress in their project management career.

All certification procedures are described in detail in individual guidelines that are valid for the respective domain (project, programme and portfolio management) and the respective level (see also appendix). The entire procedure is based on the international standard ICB® (Individual Competence Baseline Version 4) of the IPMA International Project Management Association. It defines Competence Elements (CE), each broken down into several Key Competence Indicators (KCI). CE and KCI are described in detail in the "Individual Competence Baseline for Project Management", published by the GPM.

This document describes the certification procedures in the project management domain.

2.2.1 Postponing individual elements of the certification process

In the event that a candidate is unable to participate in any of the certification steps after having been admitted by PM-ZERT, he or she will be liable to pay an administrative fee as published in PM-ZERT's official fee schedule. This fee can be waived if one of the recognised exemptions (e.g., illness) can be identified.

The postponement of any step(s) may not extend the total duration of the certification process beyond the maximum period of 18 months (starting with the date of admission by PM-ZERT). Should the maximum period be exceeded, the termination fee will be applied in accordance with the published fee schedule. Following each postponement, a new date must be agreed with the PM-ZERT office.

2.2.2 Interruption of the certification process

If more than 12 months pass between the admission to a certification process step and the related attempt, the admission to that process step must be renewed by an assessor. Certain application documents may have to be resubmitted or updated. There are no additional fees.

The total time from admission to certification may not exceed 18 months.

2.2.3 Recognition of mitigating circumstances

Applicants requiring recognition of mitigating circumstances, such as disabilities (e.g., visual, hearing, mobility, etc.) or communication challenges (taking an exam in a language other than their native language, or in a different cultural background to their own) must indicate this in their application documents and submit an informal request to the PM-ZERT head office. Reasonable accommodations can then be agreed and arranged. PM-ZERT is unable to accommodate any such requests made two weeks or less before the examination date.

2.2.4 Application

Applications must be made through PM-ZERT's online certification portal at: www.candidate.pm-zert.de.

As part of the application process, candidates are required to submit the F01 certification record (see chapter 2.2.5), and the Executive Summary Report (ESR, see chapter 2.2.6).

Certifications can be held either in the German and English language. The standard language is German. For English-language certifications, please contact the PM-ZERT office prior to submitting your application.

2.2.5 Certification Record F01

Form F01 must be completed and submitted together with the rest of the online application using the certification portal at www.candidate.pm-zert.de.

Form F01 is a multi-part document for the creation of quantitatively and qualitatively relevant evidence of your own activities in project management.

The form is an Excel spreadsheet that uses macros to configure the various forms it contains, and that provide assistance to the candidate. Execution of macros must therefore be enabled for the file to process all entries correctly. The functions embedded in the F01 file perform certain checks against formal requirements for many entries as soon as they are made, significantly reducing workload, and preventing typical input errors.

On the cover sheet, in addition to personal data, the relevant data for the application, such as examination language (German or English), IPMA level and domain, must be selected.

Once all required fields on the cover sheet are completed, a worksheet called "Project List" appears. It provides a form where candidates can enter their personal experience in up to 12 project management roles, as evidence against IPMA requirements against relevant project management experience.

For management experience in programmes and portfolios, a further list appears in which information on the components of the programme or portfolio can be entered.

The project list also provides a column titled "ESR". Candidates must use this column to mark projects that are included in the Executive Summary Report (see chapter 2.2.6). Three entries are possible:

- "ESR" for ESR projects,
- "ESR 1" for the project on which the report will be based,
- no entry, for all other project management roles.

The projects entered in the "Project list" worksheet are displayed in a capacity utilization diagram. A total utilization >120% is not accepted. A total workload between 100 and 120% is only accepted for a maximum duration of 3 months at a time.

For each project and role specified in the project list, two new forms appear: a project brief (management summary / project profile, as a separate worksheet "P[X]") and a management complexity rating form (separate worksheet "MCR[X]"). Both need to be completed for each of the listed projects. The project-specific spreadsheets only appear once a valid entry was made in the corresponding line in the project list. All columns of the table, all fields of the profiles and all fields of the complexity assessment must be completed for the activity to be recognized.

Please note that this certification process assesses individuals and their experience, not projects.

You must therefore describe your own role and responsibilities. If your programme, project or sub-project is part of a larger project, portfolio, or programme, complete the corresponding project management summary and MCR form from the point of view of your own role, providing details for the part of the activity for which you were the responsible manager. If your role changed significantly throughout the project (e.g., you were

promoted from sub-project manager to project manager), please make a separate project list entry for each role, detailing the specifics for each role in the corresponding P and MCR forms. If other projects or sub-projects have significant interfaces with your own project, information on these should also be provided in the corresponding project profiles and management summaries.

Further details on the management complexity rating can be found in **chapter 4 Complexity assessment**.

Fields that are intended for assessors or the PM-ZERT office cannot be edited by candidates.

All projects P1 to P12 – this includes ESR projects – are used equally to assess the PM activities of the certificate holder.

The F01 also provides a self-assessment spreadsheet and contact details for references who can confirm the information provided in the form is complete and correct.

2.2.6 Executive Summary Report

This chapter applies to the following domains and levels:

- Project - Level C-A
- Program and portfolio - Level B-A

The Executive Summary Report (ESR) must be submitted together with the F01 certification record as part of the application. In the ESR, the applicant should describe further details that go beyond the profiles provided in the certification record F01 for up to three of the projects, programmes, or portfolios specified in the project list, and which satisfy the complexity requirements of the level applied for. Assessors use these details to independently assess the complexity and to understand important background information for the projects referenced in the level report.

Where an applicant indicated management in fewer than three projects, programmes, or portfolios in the F01 project list, providing ESRs for these activities will be sufficient. Where an applicant made more than three entries in the project list that correspond to the complexity required for the level applied for, the selection of the three projects, programmes, or portfolios described in the ESR is at the discretion of the applicant.

It is important that every project referenced in the level report is described in the ESR.

The following instructions assume three ESR projects. In case there are fewer projects, or programmes or portfolios are detailed, the explanations shall be understood accordingly. The number of pages for the description of each project remains unchanged.

A one-page project profile must be completed for each ESR project. The project profiles from the certification record F01 (worksheets "P1"- "P17") can be used for this purpose. Moreover, applicants must explain their own assessment of their management complexity ratings in more detail. It is the applicant's task to ensure that the information provided in the profiles and in the ESR is consistent across all submissions.

Structure and content of the Executive Summary Reports

The mandatory structure is repeated for each of the projects, programmes, and portfolios described. If it is not possible to provide information on individual areas, these chapters must be marked with "No information available", justifying why.

Project 1 (ESR1)

Information on the project selected by the applicant as the basis for the level report. The text must be limited to 4 pages and address the following points:

(1) How is the project embedded in your company?

- Name, industry and core business of your company?
- Which projects are typically carried out?
- How are projects typically implemented in the company?
- Significance of the ESR project, programme, or portfolio for the company

(2) Own role in the company and in the project

- Organizational integration in the parent organization
- Area of responsibility in the project
- Organizational form of the project

(3) Brief description of the project content

- Goals and results achieved
- Key stakeholders
- Explanations and justifications for the complexity

(4) Management and leadership

- **Level C:** What management methods and leadership tools were used? How was the project team led?
- **Level B/A:** The use of management and leadership in the implementation of the project and in the representation/negotiation of the project within the company and externally (e.g. client or subcontractor).

(5) Key challenges and risks in the project

- The material/strategic risks.
- Significant deviations from the plan and how you dealt with them.
- Possible conflicts and/or crises, how to deal with them and the effects on the project.

Project 2 (ESR)

Information on the next relevant project in the opinion of the applicant. The text must be limited to two pages. If this project involves the same company and the same role, a reference to the information in ESR1 is sufficient.

Project 3 (ESR)

Information on the next relevant project in the opinion of the applicant. The text must be limited to two pages. If this project involves the same company and the same role, a reference to the information in ESR1 is sufficient.

2.2.7 Creation of a level report

2.2.7.1 Format specifications - Level D/C/B/A

The level report must not exceed 25 pages of text with the following specifications:

- DIN A4 portrait format
- Font: Arial or Calibri
- Font size 11 pts
- Single line spacing
- Margins of at least 2 cm must be maintained on the left and right.

The table of contents, the list of acronyms and abbreviations, the list of tables and the glossary are not counted towards the page limit.

In addition, the level report may contain up to 15 pages of appendices.

Information in the appendix must be cross-referenced in the report.

The report must be submitted as one PDF file with bookmarks for chapters.

The file name must have the following form: **Report_Surname-First_Name_Version.pdf**

The document must follow common industry practice for publications and include:

- Bookmarks
- Page numbering
- Directories
- Change history/version.

This is particularly important for any necessary changes/subsequent deliveries that may be required by the assessors. In particular, when citing texts, images and graphics, it is necessary to cite the source.

Tables:

Tables may be displayed across several pages (portrait or landscape). Please ensure the table heading is included on each page.

Figures:

Figures in portrait or landscape format must fit on one page.

Report templates: To create the level report, you may download a PM-ZERT template from the PM-ZERT website for each certification level and applicable domain. Alternatively, you can use a document you have created yourself if it conforms to the PM-ZERT standard described in this guide and the template."

PM-ZERT reserves the right to reject reports that deviate from these formal requirements.

Note:

To create a PDF document from a Word file, the headings, tables and images in the Word file must be declared as headings, tables and figures, respectively. Select "Save as" and "pdf" in the file type selector, and select the creation of bookmarks under "options".

Please make sure that the PDF document is NOT write-protected so that the assessors can enter comments and markings in the report during the assessment.

At the end of the work, the certificate holder must submit the following written declaration:

"I hereby declare that I have prepared this report independently and without the assistance of others."

The report must be submitted electronically by **uploading** the PDF file to the protected data area of the PM-ZERT certification portal. These files can only be accessed by the PM-ZERT office and the assessors responsible for the examination.

The sender automatically receives an e-mail as proof of submission. After the download by all authorized persons, the file is deleted by the PM-ZERT office and a copy of the report is archived electronically at PM-ZERT.

Timely receipt by PM-ZERT is a prerequisite for admission to the next step in the certification process and

thus for successful completion of the certification assessment.

2.2.7.2 Level D - Structure of the report

The report is structured as follows:

Chapter 1 "Management Summary":

Content presentation of the project in the form of a management summary on no more than one page.

The requirements for

- Project details
 - Own position in the project
- are described in the Level D guide.

Chapters 2 to 17 represent the "Report ICB elements"

The elements to be processed are described in the Level D guide.

Plan-based (classic) or hybrid projects can be described in the Level D report. The hybridisation of classic and agile methods can relate to the entire project or individual phases.

The description of purely agile projects, e.g. according to the Scrum Guide, is not permissible.

2.2.7.3 Level C/B/A - Structure of the report based on the ESR

The report is structured as follows:

Chapter "Management Summary":

Summary of the project on more than three pages.

The candidate should note that not all CEs must be dealt with in this management summary. The candidate is expected to make a suitable selection for this purpose.

Chapter "Description of management challenges":

The report must provide details of the management experience and challenges against all Competence Elements (CE) specified for the desired level. Descriptions of the CE and KCI can be found in the respective report template for the desired domain and level.

The report should show the experience gained in the certificate holder's project, program or portfolio as follows:

- Challenges and experience gained in the management of the project and the project participants.
- How the candidate dealt with these challenges and what results were achieved with which measures.
- Reflection on the results and lessons learned (note ONLY required for Level B and Level A).

The presentation of experience against the selected competence elements of the report should follow the STAR method. It is not required to structure the text according to S: <text> T: <text> A: <text>, R: <text>. A continuous narrative is preferred. However, the text should follow the STAR approach to ensure all relevant information is captured.

Moreover, it is sufficient to describe the situation at CE level, while the remaining information about the task, action and result must be described at KCI level.

It should be noted that the experience against each KCI must be described so that the assessors can recognise experience at the required level of competence.

The measurement criteria listed in ICB 4 should be used to describe the KCI.

Further information can be found in the guides for the individual levels and domains, and in the report templates for levels C to A.

Plan-based (classic) or hybrid projects can be described in the Level C/B/A report. The hybridisation of classic and agile methods can relate to the entire project or individual phases.

The description of purely agile projects, e.g. according to the Scrum Guide, is not permissible.

2.2.8 Assessment Centre

The assessment centre case study simulation workshop allows assessors to verify claims made in a candidate's self-assessment and reflection of their own PM competence.

Further information can be found in the guides for the individual levels.

2.2.9 Interview

The interview is used for the final assessment of the candidate, carried out by two assessors.

The procedure is described in detail in the level C and B guidelines. The STAR methodology can be used in the interview. The STAR methodology uses four questions to obtain information about a person's abilities and behavior in certain situations. It is shown in Figure 1.

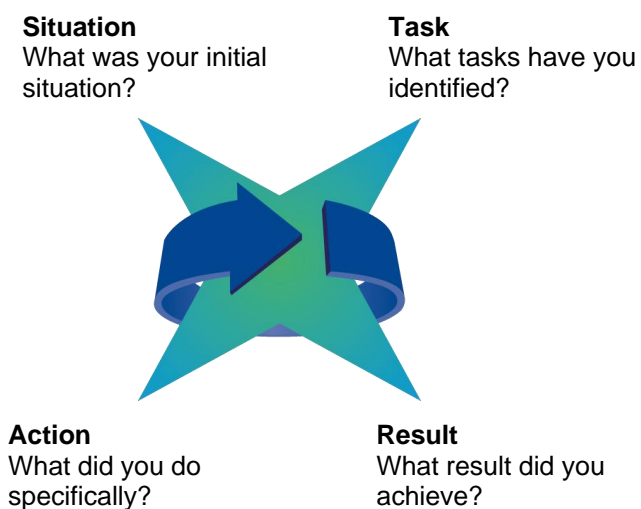


Figure 1: Illustration of the STAR method

The questions are based on the requirements of ICB 4. The methodology can be used in all competence

areas (Perspective, People and Practice).

2.2.10 Extended Interview

The extended interview is an interview with a longer duration and is conducted instead of a case study simulation workshop and interview. Like the standard interview, it is used for the final assessment of the candidate. It is an interview carried out by two assessors.

Whether an extended interview is part of the examination depends on the selected examination pathway. The procedure is described in detail in the level C and B guides.

3. Taxonomy according to competence levels

The standard against which all examination steps and evidence for initial, upgrade, and recertification are being assessed are the competence levels. Performance and evidence are assessed at CE level. (see competence guide)

3.1 Explanation of the competence levels

The competence level (formerly Bloom's Taxonomy) indicate the level at which the person to be certified must be able to perform against each of the KCI.

- Competence level 1 includes Bloom levels 1 and 2
- Competence level 2 includes Bloom levels 3 and 4
- Competence level 3 includes Bloom levels 4 and 5

The individual stages are shown and explained in Figure 2.

Kompetenzstufe 1		Kompetenzstufe 2		Kompetenzstufe 3	
					Beurteilung / Evaluation
				Synthese	beurteilen bewerten differenzieren entscheiden qualifizieren urteilen vergleichen vertreten widerlegen folgern gewichten vereinfachen
			Analyse	abfassen aufbauen entwerfen entwickeln gestalten kombinieren lösen organisieren zusammenstellen	
		Anwendung	ableiten analysieren einkreisen gegenüberstellen gliedern isolieren klassifizieren zerlegen zuordnen		
	Verstehen	anwenden aufstellen ausführen berechnen bestimmen interpretieren unterscheiden verdeutlichen			
Wissen	begründen einordnen ordnen unterscheiden vergleichen wiedergeben beschreiben				
angeben aufzählen benennen vervollständigen wiedergeben bezeichnen					

Figure 2: Competence levels

For the self-assessment in the certification record F01 (see chapter 2.2.5 on page 7), Bloom's Taxonomy is well suited. Use the above guide to assess your own competence. Lower levels are always included in higher levels.

4. Complexity

A scheme for measuring complexity has been developed in accordance with IPMA specifications and is described below. The certification record **F01** provides a management complexity rating for each project management experience entry, which must be completed according to the definition in this chapter (see also chapter 2.2.5). The assessors independently evaluate the information provided.

Management complexity is divided into three parts:

- Indicators related to technical skills
- Indicators related to the context
- Indicators related to management and leadership

4.1 What does complexity mean?

#	Komplexitätsindikatoren und Teilindikatoren		zu bewertende Kriterien			
			wenig komplex (1)	begrenzt komplex (2)	komplex (3)	sehr komplex (4)
1	Indikatoren bezogen auf die technischen Fähigkeiten					
1.1	Ziele und Ergebnisse	Anzahl und Unterschiedlichkeit der Einzelziele unter Berücksichtigung der Ziele und Erwartungen der relevanten Stakeholder, unterschiedliche Zielkategorien: Prozessziele, Nutzungsziele (Business Case), Operationalisierbarkeit, Transparenz und Abhängigkeiten	sehr wenige klare Ziele, alle quantitativ angegeben, operabel	wenige Ziele, gut formuliert, wenig Zielkonflikte	mehrere Ziele unterschiedlicher Art, teilweise unklar definiert	viele, teilweise konkurrierende Ziele, strategische und politische Ziele, versteckte Ziele, Nutzungsziele
1.2	Aufgaben und Prozesse	Umfang der Aufgaben, Annahmen und Randbedingungen und deren Abhängigkeiten, eingesetzte Prozesse, Tools und Methoden, eingesetzte Team- und Kommunikationsstrukturen	bekannte Aufgabenstellung und Randbedingungen; wenige Standard-/Reportingverfahren	mehrere Aufgaben, ergänzt durch Annahmen; Einsatz bekannter Prozesse und Tools, einige Reporting-Vorgaben	umfangreiches System von Aufgaben und Annahmen; viele Sachfaktoren; teilweise Einsatz neuartiger Tools und Prozesse, Reporting-Vorgaben	sehr komplexe Aufgabenstellung, umfangreiches sachliches Umfeld; erfordert den Einsatz umfangreicher Prozess- und Toolwelt, strenge Reporting-Vorgaben
1.3	Ressourcen und Finanzen	Akquisition und Bereitstellung der erforderlichen Budgets sowie deren Management; Anzahl der Geldgeber; Verfügbarkeit und Qualität der notwendigen (personellen und sonstigen) Ressourcen; Ressourcen-Management und Beschaffungsprozesse	Budget-Ermittlung ohne Verhandlung, einfache Kostenüberwachung; Ressourcen verfügbar, geringe Ressourcenkonflikte; geringfügige Beschaffungsvorgänge	Budget-Ermittlung und -Verhandlung; Verhandlung der benötigten Ressourcen, teilweise externe Ressourcen-Beschaffung	Budget- und Ressourcenbeschaffung im Wettbewerb mit anderen Projekten; wesentliche Beschaffungsvorgänge	Beschaffung wesentlicher Finanzmittel, Finanzierung durch unterschiedliche Geldgeber intern und extern; Steuerung wesentlicher Unterauftragnehmer
1.4	Chancen und Risiken	Bewertung der Chancen und Risiken im Projekt; Ermittlung und Steuerung des Risikosystems; Ableitung von validen Maßnahmen; Ermittlung und Nutzung von Chancen; Anwendung von Tools zur Steuerung des Risiko-Budgets	wenige Risiken in überschaubarer Höhe, kein Chancen-Management	mehrere Risiken und Chancen; stabiles Risiko-System; Management eines Risiko-Budgets	mehrere Risiken mit begrenzter Schadenshöhe; Möglichkeit der Chancen-Nutzung zur Entlastung des Projektes	Umfangreiches Risiko-Potential inklusive hoher strategischer Risiken; Anwendung valider Steuerungsmöglichkeiten; Meldung nach KONTRAG

2 Indikatoren bezogen auf den Kontext						
2.1	Strategie, Stakeholder	Einfluss der Unternehmens-Strategie, Auswirkungen des Projektes auf das Unternehmen, Stakeholder-Interessen; Gesetze und Regularien	wenige strategische Einflüsse; Projekt ist rein operativ ausgerichtet	Stakeholder-Interessen beeinflussen das Projekt begrenzte Einflüsse aus der Unternehmens-Strategie	Viele Komponenten (?) unterschiedlicher Art	Projekt hat erheblichen Einfluss auf das Unternehmen und seinen Erfolg; starke Auswirkungen von Gesetzen und Regularien
2.2	Stammorganisation	Umfang der Vernetzung über Schnittstellen des Projektes mit den Strukturen, Berichtswesen und Entscheidungswegen der Stammorganisation	starke Abgrenzung des Projektes von der Stammorganisation, Entscheidungen fallen wesentlich in der Stammorganisation, viele ähnliche Projekte wurden bereits im Unternehmen durchgeführt	klare Schnittstellen zur Stammorganisation z.B. über Leitungsgremium; Berichtswesen und Entscheidungswege begrenzt und klar definiert Projekt hat geringe Auswirkungen auf Prozesse der Stammorganisation, ähnliche Projekte wurden bereits im Unternehmen durchgeführt	viele operative Schnittstellen wirken auf das Projekt ein; Berichte und Entscheidungen machen erheblichen Arbeitsanteil aus, Projekt hat Auswirkungen auf Prozesse der Stammorganisation, wenige ähnliche Projekte wurden bereits im Unternehmen durchgeführt	Starke Einflüsse der Stammorganisation auf strategischer Ebene; Entscheidungen durch Verhandlungen mit der Stammorganisation, Projekt hat starke Auswirkungen auf Prozesse der Stammorganisation, Projekt ist neuartig für Unternehmen
2.3	Sozio-Kulturelle Einflüsse	Einfluss der sozio-kulturellen Unterschiede im Projektteam, insbesondere bei verteilten oder Firmen-übergreifenden Teams	keine Auswirkungen zu erwarten (Projekt an einem Standort, eine Sprache, homogene Projektgruppe)	wenig Auswirkungen zu erwarten	Auswirkungen infolge lokal verteilter Teams, mehreren Sprachen oder heterogenen Kulturkreisen erfordern in Einzelfällen Führungsmaßnahmen	Auswirkungen infolge lokal verteilter Teams oder großer Teams aus unterschiedlichen Unternehmen und Kulturkreisen erfordern umfangreiche Führungsmaßnahmen

3 Indikatoren bezogen auf Management und Führung						
3.1	3	Umfang der Führungs-, Teambildungs und-Steuerungsmaßnahmen	fast alle Teammitglieder haben bereits mit PL gearbeitet, PL hat Erfahrung im Mgt von Teams über 5 J, Governance Vorgaben sind klar definiert, das Projektteam hat hohe PM Skills	sehr viele Teammitglieder haben bereits mit PL gearbeitet, PL hat Erfahrung im Mgt von Teams über 3 J, governance Vorgaben sind teilweise definiert, das Projektteam hat PM Skills	viele Teammitglieder haben bereits mit PL gearbeitet, PL hat Erfahrung im Mgt von Teams über 1-2 J, einige Governance Vorgaben sind klar definiert, das Projektteam hat einige PM Skills	wenige Teammitglieder haben bereits mit PL gearbeitet, PL hat Erfahrung im Mgt von Teams weniger 1J, wenige Governance Vorgaben sind definiert, das Projektteam hat sehr wenig PM Skills
3.2	Innovation	technische Neuartigkeit des Projektes und seine Auswirkungen auf Ressourcenauswahl und Aus- und Weiterbildung während des Projektes; Umgang mit neuartigen Ansätzen und Ergebnissen	kein Handlungsbedarf infolge geringer Neuartigkeit, z.B. Wiederholprojekte	einige Maßnahmen erforderlich infolge der Neuartigkeit in einzelnen Bereichen	Neuartigkeit des Projektgegenstandes und/oder von Prozessen bedingt vorbereitende Qualifizierungsmaßnahmen	Neuartigkeit des Projektgegenstandes und/oder von Prozessen in Verbindung mit großem Projektvolumen bedingt Planung der Qualifizierung, aber auch intensives Risiko-Management
3.3	Autonomie und Verantwortung	Entscheidungs- und Verantwortungsspielraum des Projektleiters; Umfang der Delegation in das Projektteam; Vertretung des Projektes gegenüber dem gesamten sozialen Umfeld	wenig Autonomie/ Gestaltungsspielräume des PL bzgl. Entscheidungen und Vertretung des Projektes nach aussen	Verhandlung Lasten- und Pflichtenheft; Gestaltungsspielräume ergeben sich hauptsächlich durch Änderungsprozesse	Projektleiter vertritt das Projekt und damit auch das Unternehmen auch gegenüber externen Stakeholdern	umfangreiche Verantwortungs- und Entscheidungsspielräume, z.B. durch Vollmachts- oder Unterschriftenregelung

Table 4 Complexity assessment of project management

4.2 What complexity is expected for which level?

Management complexity must be specified for Level C, B and A projects. Project management experience evaluated according to this scoring scheme is expected to achieve the complexity scores specified in Table 5.

Level	Komplexität k
C	$16 \leq k < 25$
B	$25 \leq k < 32$
A	$32 \leq k$

Table 5: Required complexity scores of project management experience to be credited towards level-specific admission criteria.

5. Appeals and complaints

By lodging an appeal, applicants, candidates, and certificate holders request that a negative decision made by the certification body with regard to their certification status be re-examined. Only the person directly affected by the decision has the right of appeal.

By lodging a complaint, applicants, candidates, or certificate holders can complain about deficiencies during their certification process or inappropriate treatment by the staff of the certification body. In addition to the person directly involved in the certification process, their employers and other parties involved in the process also have the right to lodge a complaint.

5.1 Appeals

The right of objection may be exercised in the following cases:

- a. Non-admission to the certification process
- b. Non-admission to the interview
- c. Non-granting of the certificate

Appeals must be submitted in writing to the PM-ZERT office within **four weeks**. The office will arrange for the appeal to be processed impartially and inform the person who lodged the appeal of the status of the process within **six weeks**. The person lodging the appeal will be notified in writing of the final decision, and the reasons for it.

5.2 Complaints

Complaints must be submitted in writing to the PM-ZERT office within six **weeks**. The office will inform the complainant of the result in writing within six **weeks**.

6. Data protection and confidentiality

1. [INSERT LEGAL STATEMENT APPROVED BY A LAWYER]

7. Use of the PM-ZERT logo

1. The PM-ZERT logo is legally protected and may not be used by unauthorized persons on print media or in or on electronic media.
2. The approval and examination documents prepared by the certificate holder in the certification procedures on forms other than PM-ZERT forms may not bear the PM-ZERT logo.



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